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ABSTRACT

A study investigated the impact of organizational climate and job expectations on black and white managerial job satisfaction, and the factors leading to job satisfaction for black and white managers in a retail outlet. One hundred twenty-four managers and assistant managers from a major public owned retail chain organization on the east coast responded to questionnaires. A T-test was employed to determine whether job expectations and satisfaction differed between the two racial groups. A multiple regression analysis was employed to analyze the data in order to test the predictors of job satisfaction. Results indicated that black managerial job expectations and job satisfaction were significantly lower than their white counterparts, and that what constitutes job satisfaction for black managers is significantly different from what constitutes job satisfaction for white managers. Findings suggest that black managers do not expect to be rewarded fairly, may not feel proud to identify with the organization, and may be significantly less satisfied than their white counterparts. Results also suggest that retail organizations may not be readying themselves for the multi-racial workforce of the future. These organizations will need better educated workers, many of whom will be minorities. (Author/PRA)

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Prince Dimkpa

THE IMPACT OF ORGANIZATIONAL CLIMATE AND JOB EXPECTATIONS ON BLACK AND WHITE MANAGERIAL JOB SATISFACTION

What factors affect job satisfaction of managers in organizations? Do black and white managers perceive the organization to be fair in rewarding productivity? What factors predict job satisfaction for black and white managers in organizations?

These questions are representative of the growing interest in managing and understanding multi-racial workforce. The purpose of this study was to find out the impact of organizational climate and job expectations on black and white managers in the East Coast. Retail organizations provide rich settings in which to conduct this study because of their growing multi-racial workforce and emerging pluralistic character.

Two hypotheses and a research question were developed for this investigation. The first hypothesis was:

> Black managerial job expectations will be significantly lower than that of their white counterparts.

This hypothesis derives from research indicating that black managers do not receive favorable treatment from their white supervisors. Studies (Ford, 1983; Cobb, 1979) suggest that blacks have to be superstars before receiving equal reward-performance appraisal with their white counterparts.

The second hypothesis was:

> Black managerial job satisfaction will be significantly lower than their white counterparts.

This hypothesis emanates from research showing that black managers are frustrated, angry and disappointed that they have not gained acceptance on a par with their white counterparts (Johnston, 1987; Ford, 1983; Kanter and Stein, 1980; Sharf, 1981).

The research question was:

> Are there significant differences between black and white managerial job expectations and perceptions in predicting satisfaction?

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Since black and white managers do have different worldviews, what constitutes satisfaction may be significantly different for both groups.

The findings of this study should be seen as heuristic in nature and further research should be done to deepen our understanding of organizational dynamics.

Theoretical Framework

In an attempt to advance a greater understanding of the impact of organizational climate and job expectations on job satisfaction, two theoretical formulations were used. These formulations are derived from conceptual advances made by Poole and McPhee (1983) on the structuration of organizational climate, and the Asante and Nichols philosophical aspects of cultural difference theory (Nichols, 1985; and Asante, 1987).

Poole and McPhee's modified structuration theory of organizational climate provides the platform for understanding the dichotomies that exists between white and black managers. At the fundamental or conceptual level, most organizations have profit making as their overriding philosophy. The issues of power, discrimination, and opportunities are defined at the early stage of employment. Poole and McPhee call these differences first generation (white managers) and second generation (black managers).

The kernel climate (second level) posits that the organization generally has a rigid formal structure that is often constraining to both black and white managers. At the particular climate level, the organization may have a rigid formal structure. However, white managers are able to manage the rigidity of the firm, while black managerial performance are hindered because they cannot bypass the logjams of the system, and they do not have a strong informal network with the executive officers. At the affective reaction level, white managers generally have high commitment, high satisfaction and high evaluation. Black managers on the other hand, have high commitment, low satisfaction and uneven evaluation.

The philosophical cultural differences of Asante and Nichols posits that white managerial value system lies in the object or the acquisition of the object. While the value system of black managers lies in the interpersonal relationship between people. For white managers, knowledge is through counting and measuring. For black managers, knowledge is through symbolic imagery and rhythm. Symbolic

imagery and rhythm does not discount the importance of counting and measuring, but emphasizes knowing through the understanding of the total process.

Asante posit that the Euro-linear view seeks to predict and control, while the Afro-linear view seeks to interpret and understand. These are different human objectives derived from historical and cultural differences. At present, what constitutes job satisfaction for all managers is derived from an Eurocentric worldview. A multicultural workforce that values differences must take into account what organizational reality will be satisfactory for white, black, hispanic and Asian workers.

Methods and Procedures

This research was conducted in a major public owned retail chain organization in the East Coast. The majority of the respondents were managers (62.9 percent) while assistant managers accounted for (34.7 percent) and store supervisors represented (2.4 percent) of the respondents. A total of 124 managers participated in this study. Using quota sampling, 123 questionnaires were sent to managers and 87 questionnaires to assistant managers. The rationale for using quota sampling is to get a representative population based on the fact that white managers outnumber their black counterparts by three to one. There were no follow up mailings to the managers because the returns represented 55 percent of all the managers in the East Coast. Out of the 210 questionnaires sent out, 137 were returned which represented 68.5 percent return rate.

Table 1 shows the race and gender of the respondents. The distribution for gender was 11.2 percent black females and 7.3 percent white females. While 38.8 percent black males and 42.7 percent white males responded to the questionnaires. The smaller number of female respondents is attributed to the overall small number of females at the managerial level. The range of time spent in current positions is 6 months to 5 years and above. The most frequently cited number of years on the job was 5 years and above, representing 41 percent of the sample.

Regarding the annual income of the respondents, 32.3 percent earned between 22,000 to 25,000 Dollars annually, closely followed by those who made between 36,000 Dollars and above. Eleven percent earned 18,000 to 21,000 and 30,000 to 35,000, while 17.1 percent made 26,000 to 29,000, and only 2.4 percent earned 15,000 to 17,000 Dollars.

Table 1

Respondents by Race and Gender

Sex	Race				
	Black	percent	White	percent	Total
Male	48	38.8	53	42.7	101
Female	14	11.2	9	7.3	23
	62	50.0	62	50.0	124

A significant number of the respondents had college education. Managers with college degrees represented 42.7 percent, while those with some college were 30.6 percent. Managers with high school diplomas accounted for 11.3 percent, those with graduate degrees were 8.1 percent, while 6.5 had trade school certificates, and 0.8 had other educational preparations. The mean and median ages were 33 and the mode was 30 years.

Measuring Instruments:
Job Expectations: The Work Related Expectancies scale was developed by Sims, Szilagyi and McKemey (1976). This instrument measures perceived probability that good performance will lead to rewards and recognition. Five questions were selected from the expectancies scale to specifically test how black and white managers felt about their work expectations.

Job Satisfaction: The Minnesota Job Satisfaction Questionnaire and the General Satisfaction Questionnaire were used to test the assumption that each person seeks to achieve and maintain correspondence with the environment. Correspondence with the environment (satisfactoriness), and the work environment fulfilling the requirements of the individual satisfaction (Warr, 1980). Three questions were each taken from the Minnesota and the General Satisfaction Scales.

Organizational Climate: Litwin and Stringer's (1968) Organizational Climate instrument was designed to measure 9 characteristics reflecting the degree of organizational emphasis on structure, reward, identity, risk, warmth, support, standards, and conflicts. The researcher used only three climate characteristics: structure, reward and identity (pride).

Upon the receipt of the completed questionnaires, the data were coded to facilitate statistical analysis using SPSS. The statistics used to study the data included the T-test and the multiple regression analysis (stepwise). The T-test was used to detect the differences between the means of white and black managerial job expectations and satisfaction. Regression analysis explored the relationship between the independent variables (structure, pride, age, income, expectation, and reward), and the dependent variable, satisfaction.

The level of significance was .01 for the T-test and regression analysis. The t-test was specifically used to answer the two hypotheses by comparing the means of the two groups. The multiple regression analysis was used to respond to the research question by using the independent variables to predict the dependent variable. Overall alpha reliability of job expectations was .92, satisfaction was .91, reward .78 and pride was .85.

Findings

Hypothesis One: The T-test conducted showed that black managerial job expectations are significantly lower than their white counterparts (see table 2). With a mean difference of 2 (black mean=2.6, white mean=4.6). this hypothesis is supported. The T-test for gender showed no overall significant differences between male and female managers. Age was not a significant variable in determining differences. The T-test for race showed that black managers do not perceive that they are treated and rewarded fairly. While their white counterparts perceive that they are treated fairly.

Hypothesis Two: T -test result showed that black managerial job satisfaction is significantly lower than their white counterparts (see table 2, white mean 3.6, black mean 2.3). With a mean difference of 1.3, this hypothesis is supported.

Research Question: To understand the impact of the independent variables on the dependent variable, the multiple regression analysis was conducted. Table 3 illustrates the total, full and final regression analysis which were designed to answer the research question. The total model essentially covers all the respondents which yielded an R2 of .71 and an adjusted R2 of .70 for the full and final models. Results for white managers yielded R2 of .41 and an adjusted R2 of .34; while black managers had an R2 of .73 and an adjusted R2 of .70.

A final model was conducted to examine the level of the suppression among predictors. The degree of interaction showed that age and income were not significant predictors in any of the three groups studied. The total sample had expectation and proud as the best predictors of satisfaction. For white managers, structure and reward were the best predictors, while black managerial predictors were pride and expectations. The overall results of the regression analysis indicate that there are significant differences in the factors that predict job satisfaction for black and white managers (R2 .41 for whites, and R2 .73 for blacks).

The appearance of structure as a satisfaction predictor for whites suggests that a less structured organization is critical for white managerial job satisfaction. For blacks, pride or organizational identity and expectations might be the key ingredient for job satisfaction. These findings may support Asante and Nichol's theory of African-American personalism or the importance of interpersonal relationship within the organization.

Table 2

T-Test For Race

	Black Managers			White Managers				
Variable	**N**	**X**	**SD**	**N**	**X**	**SD**	**T-Stat**	**P**
Expectation	62	2.6	1.5	62	4.6	1.2	-7.95	.000
Satisfaction	62	2.3	1.1	62	3.6	.595	-8.14	.000
Reward	61	2.5	1.4	62	3.9	1.2	-5.57	.000
Proud	61	2.7	1.4	62	4.6	1.2	-7.95	.000

*=Significant less than .01

Table 3

Regression Results (Stepwise)

Total Sample
(N=124)

Dependent Variable=Satisfaction

Full Model				Final Model			
R2=.71 adj. R2=.70				R2=.70 adj. R2=.70			
F Stat=49.25				F Stat=125			
Predictors	B	Beta	SE P	Predictors	B	Beta	SE P
Structure	.003	.005	.028.95	Expect	.103	.539	.05 .000
Proud	.097	.335	.022.00	Proud	.121	.384	.05 .000
Age	-.12	-.08	.007.045				
Income	.082	.105	.050.105				
Expect	.076	.499	.012.000				
Reward	.035	.046	.063.580				

Regression Results
White Managers
(62)

Dependent Variable=Satisfaction

Full Model				Final Model			
R2=.41 adj. R2=.34				R2=.35 adj. R2=.33			
F Stat=6.32				F Stat=15.92			
Predictors	B	Beta	SE P	Predictors	B	Beta	SE P
Structure	.064	-.208	.035.077	Structure	-.o8	-.27	.034 .000
Proud	.035	.181	.027.205	Reward	.211	.456	.051 .000
Age	-.005	-.075	.008.583				
Income	.031	.077	.057.543				
Expect	.022	.207	.014.137				
Reward	.101	.219	.070.157				

Regression Results
Black Managers
(N=62)

Dependent Variable=Satisfaction

Full Model				Final Model			
R2=.73 adj. R2=.70				R2=.70 adj. R2=.69			
F Stat=24.66				F Stat=45.55			
Predictors	B	Beta	SE P	Predictors	B	Beta	SE P
Structure	.010	-.019	.039 .78	Expect.	.082	.577	.010 .000
Proud	.120	.369	.030.000	Proud	.111	.372	.018 .000
Age	-.018	-.114	.012.131				
Income	.022	.077	.087.587				
Expect.	.132	.545	.079.000				
Reward	.097	.006	.020.954				

Summary and Conclusions

The results of this study clearly suggest that black managers do not expect to be rewarded fairly, may not feel proud to identify with the organization, and may be significantly less satisfied than their white counterparts. Since the beginning of the civil rights movement there was great emphasis on ending segregation and creating a series of laws that treated all racial, religious and ethnic groups equally. The feeling was we will intermingle and we will get to know one another and the stereotypes will drop away (Duke, 1991). Instead, strong negative beliefs about blacks continue to underlie the progress which equal opportunity laws have made.

The trends are clear: America is moving away from its past into a high-tech and high-touch future, which demands well educated workers. An increasing percentage of these workers will have to be minorities (blacks in particular) because minorities are growing at a faster rate than whites and will constitute a growing percentage of future managers. The results of this study suggest that this retailing chain is not readying itself for the future workforce because its black managers are significantly less satisfied and less proud to identify themselves with the organization.

To improve the level of job expectations in many workplaces, organizations will have to embrace cultural diversity as a sine qua non. Top management which is still predominantly white male, will have to realize that their success will not only depend on their creativity but on their ability to manage people of all ethnic backgrounds.

Organizations need to use diversity to help managers deal with change. Managers whose training and background come from a more homogeneous workforce do not always know how to work effectively with new colleagues, subordinates, and supervisors. According to Cross (1983), an effective training program to enable organizations develop smoothly functioning productive relationships hinges on the belief that attention to differences results in an ability to handle conflict constructively and in the ability of the organization to handle culturally divergent issues.

Studies have demonstrated that a significant and lasting organizational change occurs only when sanctioned and monitored by those in the organization who have the authority to reward change and the prestige to demonstrate the desired appropriate behaviors in their work lives (Dalton, 1976).

Therefore, a change effort begins when top managers envision a new organizational climate and values. Job expectations would be monitored so that black and white managers will have equal opportunities thereby overcoming the present glass ceiling imposed by top white management for black upward mobility.

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Abstract

This present study was undertaken to investigate the impact of organizational climate and job expectations on black and white managerial job satisfaction. The specific purpose of the study was to examine what factors led to job satisfaction for black and white managers in a retail outlet.

Data was collected from a mail questionnaire sent to all the managers in a large public retail organization on the East Coast. Of the 124 managers that responded to the questionnaire, 62 were blacks and 62 were whites. A T-test was employed to determine whether job expectations and satisfaction differed between the two racial groups. A multiple regression analysis was employed to analyze the data in order to test the predictors of job satisfaction.

The results show (1) that black managerial job expectations are significantly lower than their white counterparts, and (2) that black managerial job satisfaction is significantly lower than their white counterparts. The multiple regression analysis for predicting job satisfaction for black and white managers yielded R2's of .73 and .39 respectively.

The results also suggest that retail organizations may not be readying themselves for the multi-racial workforce. Additionally, the findings show that what constitutes job satisfaction for black managers is significantly different from what constitutes job satisfaction for white managers.